

SAF/AQ

Air Force Acquisition Lightning Bolt Initiatives

From the Office of the
Assistant Secretary of the
Air Force (Acquisition)

Release #3

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This release restates the core purpose of each Lightning Bolt and provides a status of progress made.

Update of Lightning Bolt #1

Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

With an experienced program manager selected as team lead, the RFP support team is already applying the lessons learned from streamlined programs. Although the personnel selection for the centralized cadre is still in progress, a small team has already helped streamline an RFP this month. The organization's concept of operations is going out for signature to SAF/AQ and HQ AFMC/CV concurrently on 18 Jul 95 and efforts are continuing to prioritize RFP actions planned for next year.

Update of Lightning Bolt # 2

Create a standing Acquisition Strategy Panel (ASP) composed of senior level acquisition personnel from SAF/AQ, AFMC and the user.

The new ASP will provide consistent counsel to program managers early in the development of their acquisition strategy. This process will emphasize the criticality of front-end acquisition planning to a successful acquisition.

The draft policy, created by an IPT, identifies functions and responsibilities for standing ASP members. The policy envisions a tiering of panels and will have clear definitions of the role of SAF/AQ, PEO, DAC, Program Manager, and ASP members.

The move to a panel of standing members brings a level of consistency previously lacking, and a wealth of lessons learned to the program manager. The goal is a time efficient process where panel members ask the right questions, spot trends and identify areas of concern.

Update of Lightning Bolt # 3

Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

This lightning bolt aims at a key component of our continued success: smaller SPOs. The joint SAF/AQ - Hq AFMC IPT has begun a comprehensive review of all streamlining and reform initiatives that effect the size of SPOs. Visiting teams at every AFMC Product and Logistics center the IPT will capture successful downsizing processes. They will use this insight to develop tenets for program managers to dramatically reduce manpower requirements. The end product will not be a mathematical model. The IPT will follow this with a briefing at the PEO off-site meeting scheduled for mid-September. The IPT is placing special emphasis on classified/SAR programs that have demonstrated effective management of large programs with smaller teams.

Update of Lightning Bolt # 4

Cancel all AFMC center-level acquisition policies by 1 Dec 95.

Devised to address the inconstancies and proliferation of guidance throughout the acquisition community this lightning bolt centralizes policy approval. The Secretariat, Air Staff and HQ AFMC will be the only agencies authorized to issue acquisition policies, instruction or guidelines. Capitalizing on the success of the acquisition policy review PATs, a permanent IPT is being chartered to review all new proposed acquisition guidance. The policy review PATs have recommended deleting 40 percent of the all Air Force acquisition policy and consolidating much of the rest. The total page count is down 50 percent. As the new IPT charter moves through coordination, SAF/AQ is aggressively applying the charters' principals to any new policy seeking approval. The goal is less restrictive and more consistent direction.

Update of Lightning Bolt # 5

Reinventing the AFSARC process.

This lightning bolt strikes at our burdensome oversight process. The goal is to shift to an involved agreement among team members and convene an AFSARC only if there is disagreement. In order for this to happen insight must replace oversight. Integrated *Process* Teams (IPT) are being established at Hq USAF to complement the Integrated Product Teams in the SPOs. Dependence on approval from functional stovepipes to achieve a successful milestone will transition to team consensus. Emphasis on training the new IPT members is a high priority to improve the transition.

The first two IPT process training courses will be 15 and 16 August as part of the SAF/AQ Acquisition Action Officers' School. This will be a regularly scheduled course.

Update of Lightning Bolt # 6

Enhance the role of past performance in source selections.

Past performance, one of the best indicators of future performance, is rarely a tie-breaker in source selections. As a result, the current process can allow a poor performer to continue to win contract awards.

SAF/AQ approved changes to the CPARS process that requires data on contractor performance be described in a way that source selection evaluation teams can readily use. The CPARS data should be stand alone narrative that measures what the contractor promised against what he actually delivered. This measuring should be both quantitative and qualitative measures such as quality of supplies or services, cooperation and flexibility, cost performance, and number/impact of contractor-generated change requests. It should also consider factors outside the contractor's control including any Government culpability in performance problems. The CPARS' has one purpose: to provide relevant contractor performance data for future source selections. Additionally, each field activity completing a CPAR report must answer the following question: "Knowing what we know about the contractor's ability to actually execute what he promised in his proposal, would we award the contract to him today?"

SAF and Hq AFMC will lead an evaluation of annual third-party assessments to supplement the CPARS. They will also lead the tri-service effort to draft a desk guide for how to use past performance within the aeronautical community.

Update of Lightning Bolt #7

Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

The goal of this lightning bolt is to reduce the number and complexity of program documents required for a milestone review. A SAMP Process Action Team (PAT) is focusing on core SAMP requirements. They will meet in August to develop SAMP policy for all Air Force acquisition programs. The PAT will propose recommendations on which acquisition documents to summaries in the SAMP, format, required signatures, and procedures for updating. A draft of the proposed policy will be available for review in early September.

Program offices are being advised to begin preparing SAMPs for their programs when appropriate. Even as the Air Force policy is being written, programs should prepare SAMPs instead of acquisition plans, Acquisition Strategy Reports (ASRs), and in preparation for any program or milestone decision reviews. All ACAT I programs will have a SAMP by 31 Dec 95.

Update of Lightning Bolt #8

Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

In order to show positive reform progress our efforts must be measurable. This lightning bolt begins that process with portfolio reviews dedicated solely to reform initiatives. The first Acquisition Reform Implementation Review is 5 Sep. The review will cover all of the programs in the PEO for Conventional Strike (PEO/TS) portfolio. The next portfolio programs to be reviewed will be: PEO for Tactical/Airlift Systems (PEO/TA) - 15 Sep and PEO for Bombers, Missiles, and Trainers (PEO/ST) - 25 Sep. The first two DAC Portfolio reviews are: SMC/CC - 27 Sep and ASC/CC - 16 Oct.

SAMPs must reflect results of programs reviews. These SAMPs are due to SAF/AQ by 31 Dec 95. Metric development to track the progress of implementing reforms will consider the results of the review and the program SAMP.